

August 5, 2014

Sylvia Mathews Burwell, Secretary
United States Department of Health and Human Services
Marilyn Tavenner, Administrator
Centers for Medicare and Medicaid Services
200 Independence Ave., S.W.
Washington, DC 20201

Dear Secretary Burwell and Administrator Tavenner:

I am writing in support of the State of New Hampshire's application for a section 1115 Medicaid waiver. This application represents an important step forward in increasing New Hampshire's capacity to support health system transformation through the Medicaid program.

Dartmouth-Hitchcock (D-H) is working to create a sustainable health system that will improve the lives of the people and communities we serve, for generations to come. We are doing this by focusing on population health, value for patients rather than volume for providers, and new payment models that move us away from fee-for-service. To that end, Dartmouth-Hitchcock is vitally interested in pursuing initiatives that increase the quality and value of health care, while lowering costs.

If approved, the New Hampshire waiver application will allow the state to:

- Expand mental health, oral health and substance abuse services;
- Strengthen mental health and substance abuse service delivery and availability; and
- Expand and improve the Medicaid Care Management Program.

These reforms, combined with the state's expansion of coverage through the newly-enacted New Hampshire Health Protection Plan, provide some important building blocks for a more innovative New Hampshire Medicaid Program.

We are particularly pleased that the state included in the waiver application a requirement that New Hampshire's Medicaid Managed Care Organizations develop payment reform plans and demonstrate that they are achieving plan objectives to receive full funding. This marks an acknowledgement that payment reform is an essential component of health system transformation.

We sincerely hope that the state's commitment to payment reform will expand over time. D-H has a long history of involvement in health care payment innovation, in multiple states, with both public and private payers and most notably with the Medicare program. We understand that we cannot achieve our goals for a transformed health care system under the current systems of health care payment, performance measurement and service delivery. In particular, as participants in the Physician Group Practice Demonstration, the Transitions Demonstration, the Pioneer ACO Program and the Shared Savings Program, we see that an aligned Medicare-Medicaid payment reform strategy will be essential to fully-realizing our vision and improving the lives of New Hampshire's citizens.

We believe New Hampshire can become a leader in health system transformation, and we hope you will approve this waiver application as an important step in that direction.

Yours truly,

A handwritten signature in black ink, appearing to read "Jim Weinstein". The signature is fluid and cursive, with a large initial "J" and a stylized "W".

Dr. James N. Weinstein
Chief Executive Officer and President